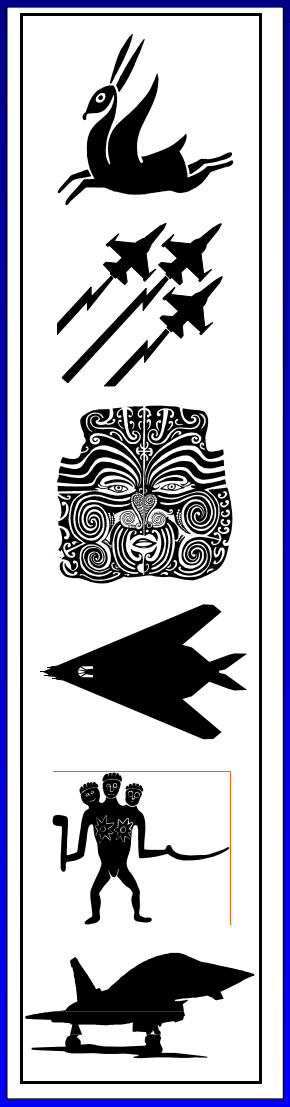
Leading Change at the AFFTC: Building Shared Vision

Darcy Painter
Change Leadersh
23 May 2000
AFFTC/XPI, 59495

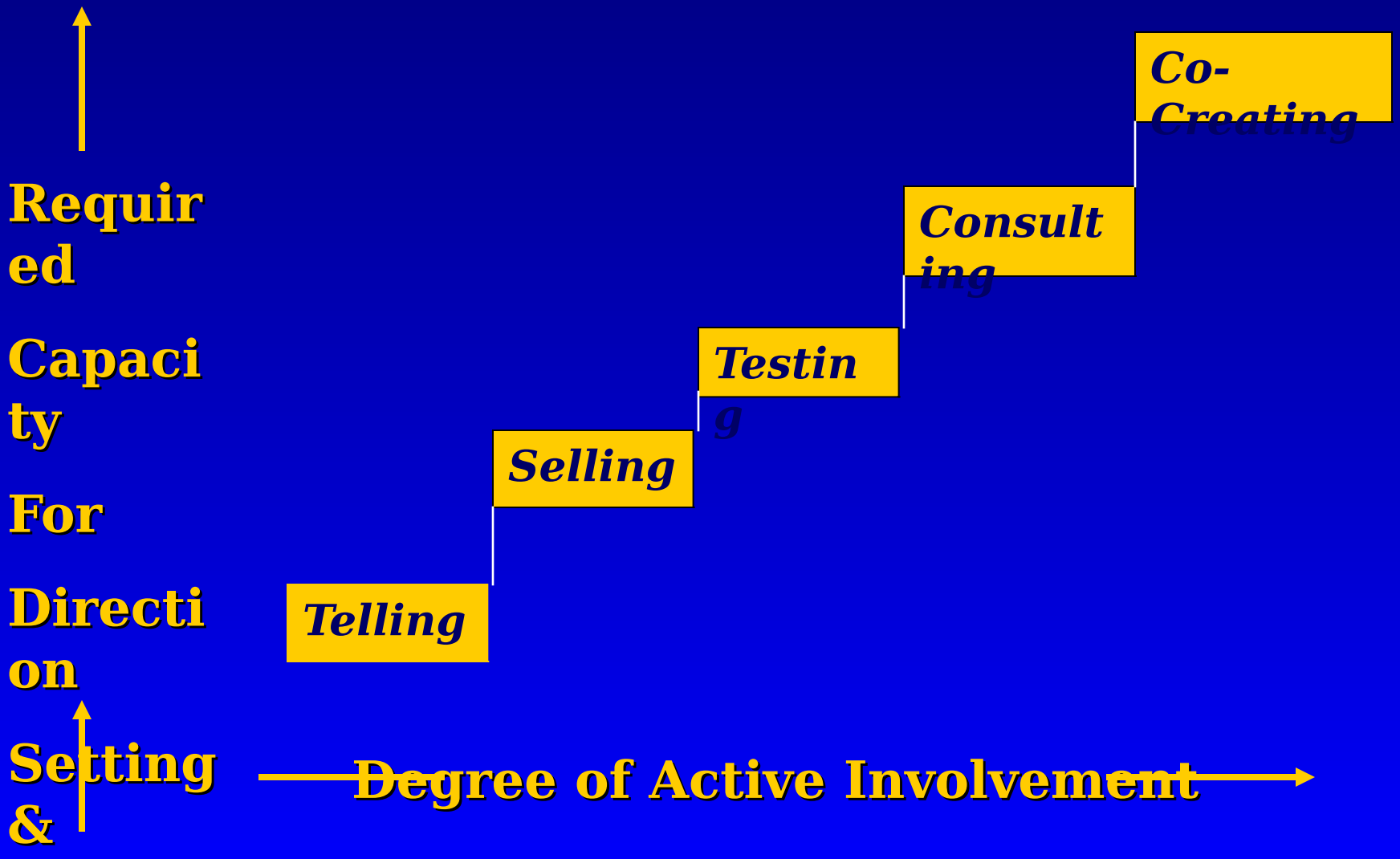
Building Shared Vision



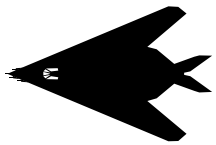
Last Time –
5 Stages of Building Shared Vision

This Time –
Stage 1: The ‘Telling’ Stage

5 Stages From Telling to Co-Creating

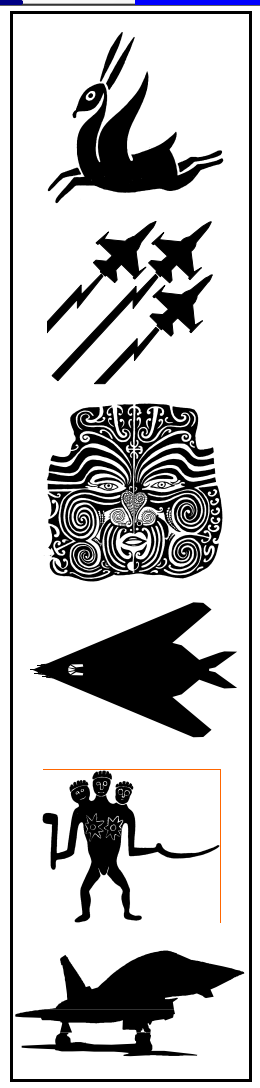


Stage 1 - The "Telling" Stage



- Nobody Gets to Vote
- Often Occurs in a Crisis
- More Traditional & Authoritarian
- Has Power to Galvanize Activity
- Folks Who Can't Support Leave

Tips for Mastering “Telling”



- Inform People Directly, Clearly & Consistently
- Tell the Truth About Current Reality
- Be Clear About What Is Negotiable & What is Not
- Paint the Details, But Not Too Many Details

The Limits of "Telling"

People Only -

- **Remember 25% of Verbal Messages**
- **Each Remembers a Different Portion**
- **Go So Far When They Are Passive Recipients of Vision**

- **Compliance > Enrollment >**